

30 NOV 1978

MEMORANDUM FOR: The Record

STATINTL

FROM : [REDACTED]  
Chief, Position Mgmt. & Classification Branch

SUBJECT : Chronology and Evaluation Summary of Position AZ09,  
Chief, Administration & Training Division, Office  
of Security

1974  
Study

Chief, Plans, Programs and Administration Division  
Current - GS-16  
PMCD evaluated GS-15  
Ranking [REDACTED]  
(study not implemented)

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1976  
Study

Chief, Administration & Training Division, Office of  
Security  
Current - GS-16  
PMCD evaluated GS-15  
Ranking [REDACTED]

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1976 study approved by A/DCI 22 February 1977.

Downgrade of position #AZ09 from GS-16 to GS-15  
29 March 1977.

Between the 1974 and 1976 supergrade studies, <sup>the</sup> Office of Security reorganization or realignment superimposed the Deputy Director for Policy and Management over the subject position. Additionally during this period, the former Plans, Programs and Administration Division was subdivided into two separate components, namely Chief, Administration & Training Division and Chief, Plans & Programs Division which further dilluted subject position duties and responsibilities. It was further determined that substantive training responsibility was located elsewhere in the Office of Security.

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MEMORANDUM FOR: The Record

FROM : C/PMCB

SUBJECT: : CSC Control Over Supergrade Positions

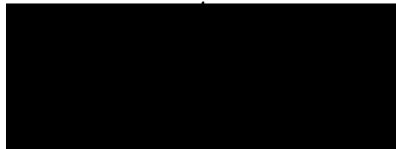
The Civil Service Commission has responsibility to determine occupational series, title and supergrade level for approximately 6000 quota and non-quota positions in the Executive Branch as well as approving the individual's qualifications and assignment to such positions. There are approximately 4,000 other quota and non-quota supergrade positions where the Commission does not have purview. The key to whether the Commission exercises control is usually found in enabling or subsequent legislation i.e.: P.L. 110 exempts CIA from Commission control; other legislation exempts certain supergrade positions in HEW, Office of Education from Commission Control; P.L. 313 (SPS) requires that CSC only approve the individual's qualifications and his rate of pay; *etc., etc., etc.*

Quota supergrades enjoy the normal CSC employee protection rights whereas non-quota are more closely related to political appointment or may serve for current administration tenure.

Under the new Senior Executive Service, CSC will review and establish Agency SES position quotas biennially, however, the Agency head may use the position quota and assign personnel at his discretion. With regard to individual qualification requirements, CSC will review and

recommend broad managerial guidelines to the Agencies for SES positions.

Source: Denis Leiber  
Bureau of Executive Manpower  
CSC



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POSITION DESCRIPTION		MG		POSITION NUMBER BX-40		
3. ACTION	POSITION TITLE	SCHEDULE	OCCUPATION CODE	GRADE	INITIALS	DATE
A. PMCD						
B. INITIATING OFFICE	Admin Officer, Chief	GS	0341.03	16		
4. ORGANIZATIONAL TITLE OF POSITION (If any)		6. CERTIFICATION				
5. ORGANIZATIONAL LOCATION Support Staff, EA Division Headquarters		A. EMPLOYEE			C. OFFICE REPRESENTATIVE	
		B. SUPERVISOR			D. PMCD	

## 7. FLSA EXEMPT/NON-EXEMPT DETERMINATION:

Under the FLSA amendments of 1974 this position has been determined \_\_\_\_\_  
from the overtime provisions. Date Position Reviewed: \_\_\_\_\_

## 8. DESCRIPTION OF POSITION

A. Position Identity

Chief, Support Staff, East Asia Division, Directorate for Operations, Position No. BX-40. Immediate supervisor is Deputy Chief, East Asia Division, DDO. The East Asia Division Support Staff has <sup>27</sup>~~27~~ employees assigned to support the administrative and management needs of the East Asia Division. The Staff is comprised of administrative, personnel, logistics, finance, budget, security and clerical specialists ranging from grade GS-15 to GS-05. The Support Staff is broken down into sections headed by two GS-15's one GS-14, and one GS-13.

B. Major Duties

1. Plans, directs and coordinates the activities of the Support Staff which is composed of one GS-15 Administration Specialist, one GS-13 Security Officer, <sup>7</sup>~~1~~ Finance and Budget Officers ranging from grade GS-15 to GS-07, <sup>10</sup>~~three~~ Logistics Officers in grades GS-14 to GS-09, <sup>12</sup>~~9~~ Personnel Officers and assistants in grades GS-15 to GS-09, and <sup>16</sup>~~16~~ secretarial and clerical specialists. (50%)

2. Establishes, implements and monitors administrative policies and practices in the Division. Provides guidance and assistance to subordinate managers in responding to complicated administrative matters and in the execution of Division management policies. (25%)

3. ~~Interprets Agency administration policies for senior Division personnel and Chiefs of Station and represents the Division Chief in meetings with heads of the Administration Directorate officers concerning unique policy issues or exceptional requirements.~~ (10%)

4. ~~Approves personal services contracts, authorizes travel for all Division personnel,~~ approves the expenditure of Agency funds for administrative purposes, releases cables, telepouches and dispatches to the field which frequently contain implementation or approving authorization, and prepares staff papers and studies for higher authority. (15%)

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C. Evaluation FactorsFactor I - Knowledge, Skills and Abilities:

~~A thorough knowledge of Agency regulations is essential~~ since the approving authorities delegated to the Chief of Support involve a wide range of expenditures of official funds. Likewise, a thorough knowledge of cover organization regulations is necessary in order to ensure that administrative decisions affecting Agency personnel are legal and equitable. Knowledge and skills are generally acquired through experience but formal education in business administration or personnel management would be desirable.

The incumbent must be able to analyze problems correctly and recommend or approve actions which protect organizational interests and are equitable to personnel involved. Innovative approaches are frequently required in order to solve specific administrative problems or to develop new management techniques utilizing fewer resources. Incumbent must be decisive, exercising sound judgment at all times since improper decisions could adversely impact upon an employee, the Agency, the cover organization, and possibly, the U. S. Government. Leadership ability is necessary in order to efficiently manage the Support Staff, gain confidence of the Division Chief and [REDACTED] Station Chiefs, and deal effectively with the [REDACTED] personnel assigned to EA Division.

Factor II - Difficulty of Work:

~~The activities managed are multi-disciplinary and involve the application of law, regulations, Agency policies~~ and cover organization policies. Activities and actions which occur daily and require management decisions include security, finance, budget, medical, personnel, logistics and cover problems. Frequently, requests from field stations which require deviation from existing regulations or policies, must be processed on extremely short notice. Incumbent must determine if these requests are prudent and proper and then initiate action to resolve the problem. With [REDACTED] overseas stations, [REDACTED] bases, and [REDACTED] personnel assigned to the Division, the demands upon the incumbent are frequently heavy. Many administrative problems occur frequently which are without precedent and require new approaches or the formulation of new policies. Incumbent participates with Division management in the planning and formulation of Division administrative policies and procedures.

Factor III - Responsibility:

The incumbent's work is reviewed by the Division Chief; however, the incumbent is authorized to make and implement decisions on the day-to-day

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administrative matters which are brought to his attention. Incumbent has the authority to commit organization resources within personnel and budgetary ceilings prescribed. Incumbent has financial approving and travel authorization authorities which require that he exercise sound judgment in approving each transaction to ensure that Government equities are protected. ~~Incumbent must ensure that the individual concerned receives appropriate entitlements and no more.~~ The incumbent's decision making authorization in this area is independent and unsupervised. Improper decisions could result in loss of individual benefits, inefficiency and waste. Incumbent is also responsible for ensuring that Division activities, both at Headquarters and in the field, remain within budgetary and personnel ceiling allocations.

#### Factor IV - Personal Relationships:

The incumbent must maintain personal contact with Agency officials at all levels including Office Heads of the Administration Directorate as well as General Counsel; Legislative Counsel and the various staffs of the DDO and DDA. Incumbent must also maintain an effective personal and working relationship with the East Asia Area Executive Director of the Department of State. Contacts with Office Heads are required to resolve issues and reach decisions on administrative matters which require precedent action.

Ineffective personal relationships with individuals at any level of the Organization would adversely impact upon the efficiency and morale of the entire Division.

#### Factor V - Supervision and Guidance Received:

Incumbent accomplishes assigned duties independent of day-to-day supervision but within the guidelines provided by Agency regulations, policies, and the law of the land. Broad guidance and direction is received from the Division Chief, usually in the form of a verbal, general outline. Incumbent has complete authority to plan and schedule work of the Support Staff to ensure accomplishment of assigned tasks in an effective and timely manner. Problems which arise are generally resolved by the incumbent without referral to higher authority. Evaluation of performance of Support Staff personnel is accomplished on a daily basis through a general review of work flowing through the incumbent's office.

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level. These unusual requirements control both the complexity of the support task and the management level at which it must be performed.

### III. RESPONSIBILITY

Incumbent makes final decisions on all support matters within the scope of existing Agency and Division policies. Recommends adoption of new policies or changes in present policies when considered appropriate for the more effective support of Division objectives. Participates directly, as a member of the PMC, in all decisions regarding organizational structure and personnel management within [REDACTED] Work is reviewed primarily from standpoint of program effectiveness.

### IV. PERSONAL RELATIONSHIPS

Maintains liaison with DDP and DDS offices on administrative matters.

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DDA-25

March 1974

Office of Security

~~Dep. Dir. Policy & Plans~~

*Administration and Training Division*  
Chief, ~~Planning, Programs and Administration Division~~

# I. SKILLS:

Knowledge of Agency programs, policies, and trends pertinent to the planning, management and execution of a comprehensive administrative and training program consistent with the security responsibilities and functions of the Agency.

Ability to formulate and effectively implement policies, programs, and procedures to achieve optimum long-range productivity from personnel, financial and material resources.

Ability to synthesize coordinated programs for resource allocation, personnel development and administrative support, through the command and management of subordinate organizational elements.

## RESPONSIBILITIES:

Oversee the formulation of Office objectives and schedule timing for their accomplishment. *(Personnel - Budget - Logistics - Training - etc.)*

*Coordinates the development of background info for budget based on*  
Initiate, organize and execute programs and budgets which effectively coordinate and direct Office resources toward accomplishment of stated objectives.

Oversee the formulation of Personnel Development and Annual Personnel Plans for the Career Service; correlate personnel staffing needs with training and development needs of personnel resources. *Serves as advisor to the O/S mid and senior officer level career plans*

Oversee the identification of need, organization and administrative of security training programs and the recommendation, scheduling and approval for internal and external training.

Initiate and coordinate the development of plans and policies which transcend specific organizational lines within the Office.

Advise and inform Office management concerning all significant administrative matters bearing on the objectives, plans, programs and projects of the Office.

*Plans, coordinates, logistics supply, ac. equipment, safe houses, transportation service contracts, etc.*  
III. DECISIONS:

Exercise to approve financial transactions, travel, contracts for personal services, overtime, printing and reproduction.

Initiate action to assure adherence to basic Office administrative policies, regulations and standards.

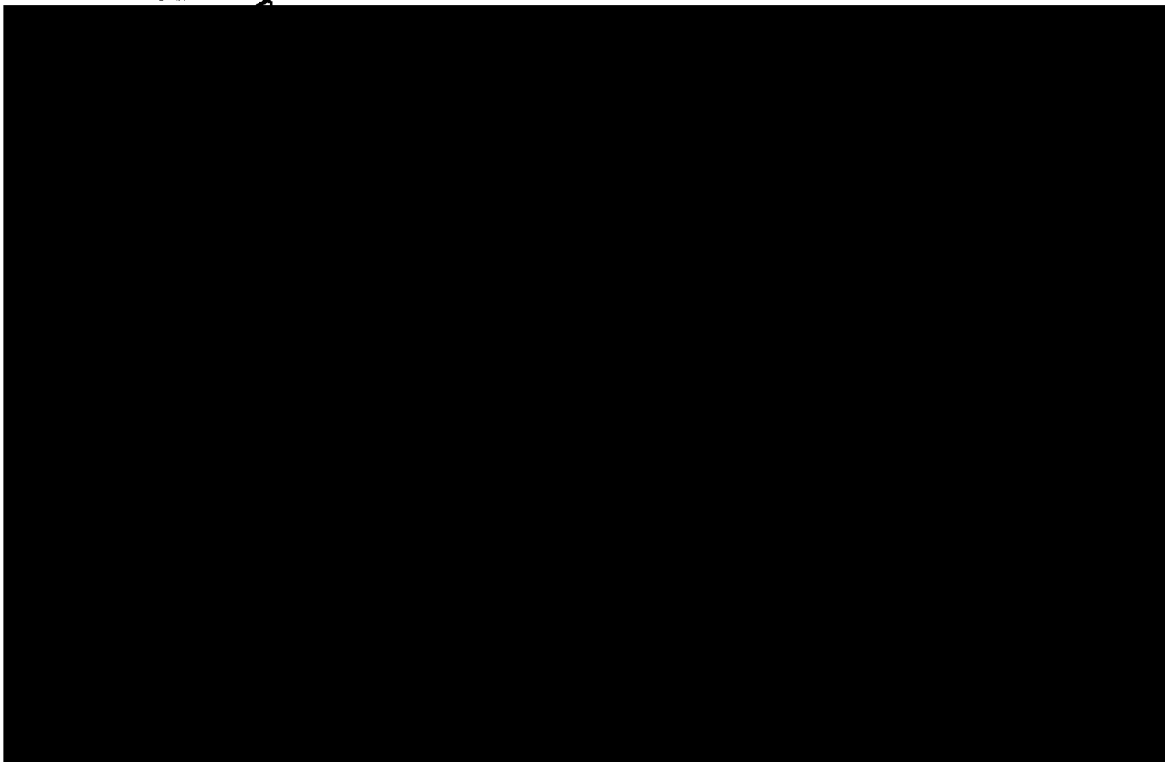
Provide technical guidance and assistance in personnel, budget, and fiscal, training, logistics, and planning matters.

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IV. CONTACTS:

Personal contact with all levels of Agency management and operating officials to coordinate information, negotiate timing of personnel assignments, solicit cooperation in programs of mutual concern, and to present Office of Security policy and posture in relation to the areas of administrative support.

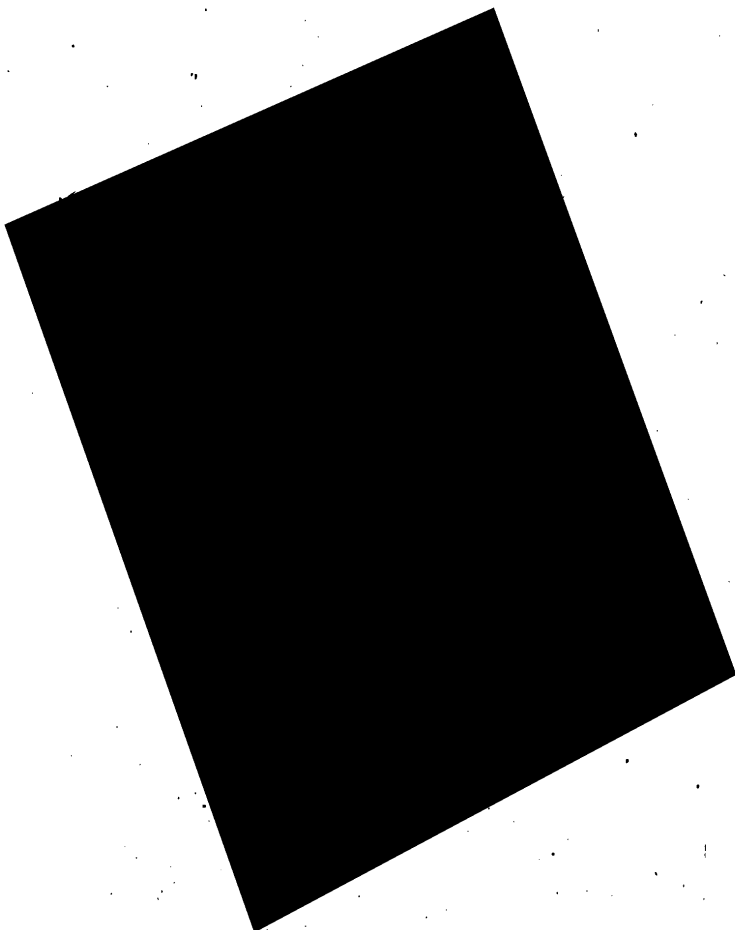


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Position reports to and is under the general command structure of Dep. Dir. for Policy & Management. Position is responsible for coordination and execution of administrative support matters in the fields of budget/fiscal, personnel, training and supply. However, the scope and degree of responsibility in each of the administrative fields is restrictive: Budget matters primarily concern the coordination and control of funds/expenditures and development of background financial data on previous year expenditures--it does not include responsibility for program development, planning, coordination, evaluation or associated budget development, planning, correlation, formulation/justification, presentation, execution, etc; Personnel functions involve advisory services to Dep. Dir. Policy & Mgmt. and the Dir. of Security on staffing/policy/procedural interpretation, providing support and secretariat services to senior officers and supergrade panels; coordination of APP-PDP-etc. all of which are basic personnel management services following established policies; supervision of daily personnel support transactions, etc; Training concerns the identification and administration of security training requirements--both internal and external which is a fundamental responsibility of administrative services--it does not include responsibility for determination of major course subject areas, specific

AZ09 cont.

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curriculum, extent of training requirements, technical security objectives, etc. all of which are determined by professional security officials; and the Logistics/Supply functions are primarily concerned with administrative supplies, office moves, renovations, office equipment service/repairs and related service contracts. Position does not involve technical or operational supply and does not have planning or support responsibility for numerous foreign field stations, operations, employees and associated dependent problems. Position does not contain major policy formulation but is more in the area of policy interpretation, procedural development and application. Position does not engage in any major external liaison, negotiation, or representational functions. Duties appear to represent those found in GS-15 level support positions. Position is not comparable to such GS-16 jobs as Chiefs of Support for DD/O components--EA, EUR, AF, NE, etc. or the Chief Support Staff-O/C, Chief, Training and Career Mgmt Staff-OC, Chief O/C Laboratory, or other GS-16 jobs in OL, OF, etc. in DD/A.

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22 February 1977

MEMORANDUM FOR: Director of Personnel

SUBJECT : Supergrades

1. With regard to the PMCD job evaluations and our discussions last week of Agency supergrade issues, I hereby concur with all proposed PMCD evaluations, except for the following: STATINTL

[REDACTED]

b) DDA: Admin Officer, DDI (16).

2. As we have agreed, you and the DDI will consult to determine if three or four GS-17s can be justified for Division-level positions and if two or three GS-16s can be justified for Deputy Division-level positions. If so, I will approve of such numbers.

3. There are several positions in disagreement about which Deputy Directors had fair points to register with me. In fairness, therefore, I would like your further advice within six months or so during which time PMCD should carry out further examination. Included are:

a) DDO: Chief [REDACTED] Operations, NE, and Deputy Chief, Reports and Requirements Staff, SE. STATINTL

b) DDA: SPS for Medical Officer, Psychology Staff, OMS; and, Chief, Information and Privacy Staff, ODDA.

c) DCI: Admin Officer (16 or 15?).

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[REDACTED]  
E. H. Knoche  
Acting Director of Central Intelligence

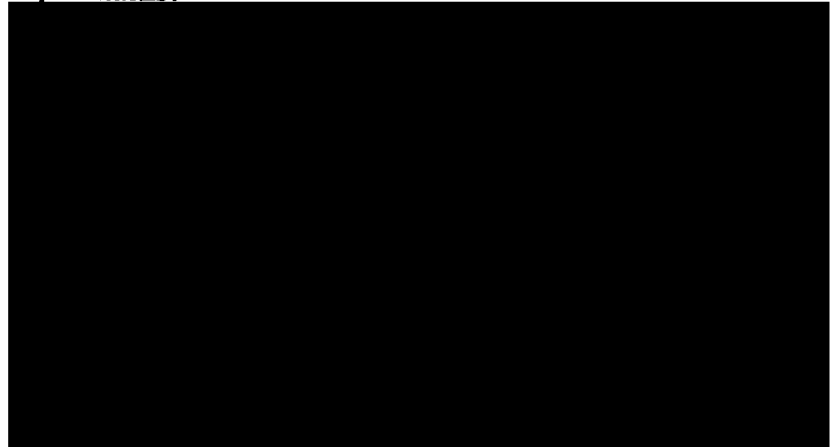
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